

Arizona's Juvenile Accountability Incentive Block Grant Program (JAIBG)

State Plan 2003

**Arizona Juvenile Justice Commission
Governor's Division for Children
1700 W. Washington, Suite 101
Phoenix, Arizona 85007
(602) 542-3486**

Arizona's Juvenile Accountability Incentive Block Grant Program

2003 State Plan Update

On November 26, 1997, the United States Congress enacted Public Law 105-119, appropriating \$250 million for the Juvenile Accountability Incentive Block Grant (JAIBG) program outlined in Title III of H.R. 3, as passed by the House of Representatives on May 8, 1997. The stated goals of the JAIBG program include reduction of juvenile delinquency, improvement of the juvenile justice system, and increased accountability for juvenile offenders. Arizona has participated in the JAIBG program since its inception in Fiscal Year 1998 and continues to work in partnership with the Office of Juvenile Justice and Delinquency Prevention to further the goals of the JAIBG program.

In November of 2002, the JAIBG program was included as part of President George W. Bush's 21st Century Department of Justice Appropriations Act which re-authorized several juvenile justice programs. The Juvenile Accountability Incentive Block Grant program was officially authorized as part of the newly created "Consequences for Juvenile Offenders Act of 2002" which appropriated funding for the JAIBG program through 2005.

When Arizona first received its JAIBG award in FY 1998, Governor Jane Dee Hull designated the Governor's Division for Children as the state agency responsible for administering the JAIBG program. Staff members from the Governor's Division for Children oversee all aspects of the JAIBG program including development of the grant application process, planning and administration of funds, and monitoring of state and local subrecipients. The Governor also appointed the Arizona Juvenile Justice Commission (AJJC) to serve as Arizona's state-level Juvenile Crime Enforcement Coalition. In this capacity, the Commission acts as an advisory group to the Governor's Division for Children in the administration of JAIBG funds. The AJJC also functions as Arizona's State Advisory Group (SAG) and is responsible for overseeing the state's Juvenile Justice Delinquency and Prevention grants.

The JAIBG State Plan represents the collaborative efforts of the Governor's Division for Children, Arizona Juvenile Justice Commission, and other key stakeholders in Arizona's juvenile justice system. This plan fulfills the requirement that the AJJC, acting as the state's JCEC, develop a Coordinated Enforcement Plan for reducing juvenile crime. Each year the JAIBG State Plan is revisited and revised to reflect the current needs of Arizona's juvenile justice system and to determine how JAIBG funds might best facilitate the improvement of that system.

In an effort to determine the best use of Arizona's JAIBG funds and to evaluate the primary needs of Arizona's juvenile justice system, the Commission continues to support the core findings and recommendations of the "Arizona Juvenile Justice Evaluation Final Report" prepared by Deloitte Consulting (*Addendum D*). In FY 2003, as in past years, the foundation for Arizona's JAIBG State Plan continues to be the findings and recommendations of the Deloitte report as well as the input solicited from key juvenile

justice stakeholders including the Arizona Department of Juvenile Corrections and the Administrative Office of the Courts.

The Deloitte evaluation of the Arizona juvenile justice system was conducted in 1997 as part of Laws 1997, Chapter 220, which implemented voter approved changes to the juvenile justice system. The evaluation encompassed an assessment of agency performance and measurable outcomes as well as the cost effectiveness of services. The core findings and recommendations of the report included four major areas of emphasis in which Arizona's juvenile justice system could be improved including involvement of families, collective ownership through use of outcomes, collaboration, and joint technology support. These core findings not only identified areas in need of improvement, but in subsequent years, they have provided a basis for ongoing assessment of the system and establishment of priorities for funding initiatives.

In order to address the results of the "Arizona Juvenile Justice Evaluation Final Report," the Arizona Department of Juvenile Corrections and the Administrative Office of the Courts collaboratively developed the "Strategic Agenda for the Juvenile Accountability Incentive Block Grant". In preparation for FY 2003 JAIBG funds, these entities again provided strategic planning and budget information to the Governor's Division for Children and reaffirmed the funding priority areas endorsed by the Commission for the previous grant cycle.

In response to the identified needs of Arizona's juvenile justice system as described in the Deloitte report and the additional feedback received from key juvenile justice stakeholders, the Arizona Juvenile Justice Commission identified priority purpose areas for the expenditure of the State Retained and Interest JAIBG funds. Of the twelve JAIBG program purpose areas (*Addendum F*) established by the enabling legislation, the Arizona Juvenile Justice Commission has identified six funding priorities. **These priority funding areas include:**

Program Purpose Area 1: Building, expanding, renovating or operating temporary or permanent juvenile correction or detention facilities, including training of correctional personnel.

- *This purpose area places particular emphasis on staff training and ensuring the quality of care in confinement and safety.*

Program Purpose Area 2: Developing and administering accountability-based sanctions for juvenile offenders.

- *This purpose area emphasizes specialized programs as well as pilot programs in facilities.*

Program Purpose Area 7: Providing funding to enable juvenile courts and juvenile probation officers to be more effective and efficient in holding juvenile offenders accountable and reducing juvenile crime.

- *This purpose area emphasizes specialized programs and pilot programs developed for and by probation staff.*

Program Purpose Area 8: The establishment of court-based juvenile justice programs that target young firearm offenders through the establishment of juvenile gun courts for the adjudication and prosecution of juvenile firearm offenders.

- *This purpose area emphasizes the development of specialized programs for firearm offenders.*

Program Purpose Area 9: The establishment of drug court programs for juveniles to provide continuing judicial supervision over juvenile offenders with substance abuse problems and to provide the integrated administration of other sanctions and services.

- *This purpose area emphasizes the development of specialized programs for juvenile offenders with substance abuse addictions.*

Program Purpose Area 10: Establishing and maintaining interagency information sharing programs that enable the juvenile and criminal justice systems, schools, and social service agencies to make more informed decisions regarding the early identification, control, supervision, and treatment of juveniles who repeatedly commit serious delinquent or criminal acts.

- *This purpose area focuses on the automation of agency database and information-sharing programs.*

Implementation and Distribution Plan for JAIBG Funding

The Arizona Juvenile Justice Commission supports the efforts of the Governor's Division for Children to administer Arizona's JAIBG funds. It is the sole responsibility of staff members of the Governor's Division for Children to administer, distribute, and monitor JAIBG funds. Funding is administered through several funding streams as mandated by the requirements of the grant, and the plan for distribution of funds is as follows:

Pass Through Awards to Local Units of Government:

Absent a waiver, each State is required to distribute a minimum of 75% of the State's allocation to units of local government. When Arizona first received the JAIBG award in 1998, it elected to submit a waiver to the Office of Juvenile Justice and Delinquency Prevention demonstrating that a preponderance of the financial burden (approximately 68%) of the juvenile justice system resided at the state level. Arizona therefore submitted a waiver exempting the State from passing through the 75% minimum. In subsequent years, however, the Arizona Juvenile Justice Commission and the Governor's Division for Children determined that it was in the best interest of the State to distribute no less than 75% of the JAIBG funds directly to units of local government. It is the intention of the Governor's Division for Children to continue to pass through a minimum of 75% of Arizona's 2003 JAIBG allocation to eligible units of local government.

In May 2003, units of local government will be notified of the availability of JAIBG funds; notice is provided to appropriate local officials of the unit of local government's allocation amount and the requirements of the JAIBG program. Local award amounts are determined according to a formula that combines law enforcement expenditures and

violent crime statistics and calculations are derived by the Justice Research and Statistics Association. In an effort to promote collaboration, local units of government are encouraged to coordinate the use of their JAIBG funds and/or pool their allocations. Local units of government are eligible to receive a direct award if their allocation is at least \$5,000. If a unit of local government has an allocation of less than \$5,000, they are given the opportunity to designate whether they would like their application to be combined with another unit of local government or to be combined with the State Retained portion of the grant funds. The authorized local official for each unit of local government is required to notify the Governor's Division for Children regarding their intent to pursue receipt of their JAIBG allocation and will subsequently be required to complete a more formal application.

Local units of government work with their Juvenile Crime Enforcement Coalitions to assess the needs of their community, conduct an analysis of existing resources, and develop a plan for how to best meet the needs of their community within the framework of the JAIBG program purpose areas. The Governor's Division for Children has developed an application which includes certification that the unit of local government will be using their JAIBG funds appropriately within one or more of the twelve program purpose areas and ensures that they are in compliance with the other stipulations of the grant, as mandated by the Office of Juvenile Justice and Delinquency Prevention. Pending the successful completion of the application, awards will be made to local units of government on October 1, 2003.

State Retained and Interest Funds:

The Arizona Juvenile Justice Commission has designated its Planning, Education, and Grants (PEG) Committee to work in an advisory capacity with the Governor's Division for Children in the administration of state-level JAIBG funds. Proposals for State Retained and Interest funds are submitted to the Governor's Division for Children and are subject to further review by members of the PEG Committee. These proposals are evaluated and considered in relation to the priority funding areas established by the Commission and outlined in this JAIBG State Plan. The distribution of State Retained and Interest funds is ongoing throughout the grant cycle.

Administration:

Ten percent of the grant award will be used for administrative costs related to the JAIBG program. Funds will be utilized to support personnel costs for staff members within the Governor's Division for Children who are responsible for administering and monitoring the JAIBG program. Staff activities include assisting units of local government with the development and implementation of their program plans, dispersing funds and providing fiscal oversight, monitoring the trust fund account, monitoring and evaluating project effectiveness, and providing staff support to the Arizona Juvenile Justice Commission. Administrative funds will also be used for the provision of on-site technical assistance to communities administering JAIBG programs.

Evaluation

The Arizona Juvenile Justice Commission is committed to the importance of program and process evaluation as well as structured and informed decision making. Evaluation is an essential component to the distribution plan for JAIBG funding. The Governor's Division for Children and the Planning, Education, and Grants Committee utilize the Arizona Program Design and Logic Model (*Addendum E*) to guide their review and evaluation of funding applications and proposals, and where applicable, components of the Logic Model have been incorporated into the application process for subrecipients.

The Arizona Program Design and Logic Model was conceived by the Governor's Community Policy Office and developed with other state agencies in an effort to strengthen grant proposals and improve overall program effectiveness. The current model was adapted from other logic models utilized by the Center for Substance Abuse Prevention, the United Way, and the Centers for Disease Control and Prevention. The Governor's Drug and Gang Policy Council, a state mandated council chaired by the Governor and comprised of government and private agencies which address drug and gang problems, approved the Arizona Program Design and Logic Model in March 2001 for use by all of its member organizations.

The Logic Model has been successful in assisting human service providers and grant writers in more effectively designing and evaluating their programs. It is an essential tool that reveals the relationship between all components of a program's design so that program purposes and activities can be clearly understood and evaluated.

The Arizona Program Design and Logic Model is "a sequential program planning, implementation, and evaluation process that identifies and links all elements to achieve positive impacts on individuals and the community." The Logic Model requires a quality needs assessment as the basis for moving forward into the development of measurable goals and objectives and identifying an appropriate best practice program or effective strategy.

The Logic Model is structured to ensure that each of its component parts is linked together. The goals and objectives adequately and appropriately address the stated needs, programs and strategies meet the goals and objectives, the implementation plan ensures that the program will be delivered as designed, and the evaluation will measure results stated in the goals and objectives.

The Governor's Division for Children continues to work to ensure that the JAIBG program facilitates and supports successful programs throughout Arizona. And, in addition to furthering the use of the Logic Model, efforts are ongoing to provide useful and relevant technical assistance to subrecipients in the community. Each JAIBG program is encouraged to implement valid and reliable evaluation plans to ensure the effectiveness of their JAIBG supported programs.

In conclusion...

Since 1998, the Juvenile Accountability Incentive Block Grant program has been instrumental in furthering accountability-based programming and significant improvements in the operation of Arizona's juvenile justice system. The Arizona Juvenile Justice Commission is committed to continuing its efforts to facilitate increased collaboration and coordination within the juvenile justice system and to support effective local programs targeted at juvenile offenders.

ADDENDA

- A. Certifications**
- B. JCEC Membership Waiver**
- C. JCEC Membership**
- D. Summary of the Core Findings and Recommendations from the “Arizona Juvenile Justice Final Report”**
- E. Arizona Program Design and Evaluation Logic Model Template**
- F. Twelve JAIBG Program Purpose Areas**
- G. 45/35 Program Purpose Area Distribution Requirement Waiver**
- H. Program Narrative: Goals and Objectives**

Addendum A: Certifications

In order to be eligible to receive JAIBG funds, a state must certify to the Office of Juvenile Justice and Delinquency Prevention either active or prospective consideration of four requirements as well as the existence of, or commitment to implement, a system of controlled substance testing. An overview of the four requirements and the status of the State's compliance with these requirements are provided below.

I. Prosecution of Juveniles as Adults

States must consider legislation, policies, or practices to ensure that juveniles who commit any act after attaining 15 years of age that would be a serious violent crime if committed by an adult are treated as adults for purposes of prosecution as a matter of law or that the prosecutor has the authority to determine whether to prosecute such juveniles as adults.

Arizona state law does meet the federal requirement for prosecuting juveniles as adults.

Arizona Laws 1997, Chapter 220 requires the county attorney to criminally prosecute in adult court juveniles 15 years and older who are accused of the following crimes:

- *First degree murder (§13-1105).*
- *Second degree murder (§13-1104).*
- *Forcible sexual assault (sexual assault pursuant to §13-1406 that is committed without consent as defined in §13-1401 (5) (a)).*
- *Armed robbery (§13-1904).*
- *Any other violent offense (defined as aggravated assault causing serious physical injury pursuant to §13-1204 (a) (1); aggravated assault involving the use of a deadly weapon pursuant to §13-1209; and discharging a firearm at a structure pursuant to §13-1211).*
- *Any felony offense committed by a "chronic felony offender" (a chronic felony offender is defined as a juvenile who on two prior separate occasions was adjudicated delinquent for an offense that would have been a historical prior felony conviction if the juvenile was tried as an adult.*
- *Any other offense properly joined to an offense listed above.*

Arizona Laws 1997, Chapter 220 permits the county attorney to criminally prosecute in adult court juveniles 14 years of age or older who are accused of the following crimes:

- *A class 1 or 2 felony.*
- *A class 3 felony in violation of chapters 10-17, chapter 19 or chapter 23 of Title 13.*
- *At class 3, 4, 5 or 6 dangerous felony.*
- *Aggravated DUI.*
- *Any felony offense committed by a chronic felony offender.*
- *Any other offense properly jointed to an offense listed above.*

The law also established procedures for the state to request the transfer of juveniles accused of a felony offense to adult court. Factors the judge must consider in deciding whether to transfer the juvenile include the seriousness of the offense, prior record of the juvenile, participation in a street gang, the juvenile's participation in the offense, the views of the victim(s), the juvenile's mental and emotional condition and the likelihood of rehabilitation through juvenile court services.

II. Graduated Sanctions

States must consider legislation, policies or practices that impose sanctions on juvenile offenders for every delinquent or criminal act, or violation of probation, ensuring that such sanctions escalate in severity with each subsequent, or serious delinquent or criminal act, or violation of probation.

Although a system of graduated sanctions for juvenile offenders has not been established in Arizona law per se, Laws 1997 requires the court to provide written notice to juvenile offenders of the consequences of subsequent felony offenses. It specifies that a juvenile adjudicated for a first felony offense must be warned that a second felony offense, if committed when the child is 14 years or older, carries a mandatory sentence of a term of juvenile intensive probation, which may include home arrest or electronic monitoring and detention. Alternatively, the juvenile can be committed to the Arizona Department of Juvenile Corrections for "a significant period of time" or be prosecuted as an adult. The law further mandates that a juvenile adjudicated for a second felony offense must be provided with written notice that they are a "repeat offender" and that a subsequent offense committed when the juvenile is 15 years or older will result in automatic filing in adult court. If the juvenile is subsequently convicted, the sentence must include a term of incarceration.

Guidance is requested from the Office of Juvenile Justice and Delinquency Prevention to determine if existing legislation meets the conditions of the graduated sanctions requirement of the JAIBG program.

III. Juvenile Recordkeeping

States must consider legislation, policies, or practices to establish, at a minimum, a system of records relating to any adjudication of a juvenile who has a prior delinquency adjudication and who is an adjudicated delinquent for conduct that, if committed by an adult, would constitute a felony under Federal or State law, which is a system equivalent to that maintained for adults who commit felonies under Federal or State law. States must also consider making such records available to the Federal Bureau of Investigation (FBI) in a manner equivalent to adult records.

Arizona has a juvenile recordkeeping system that is equivalent to the adult system. Laws 1997 mandated that the following Juvenile Court records are open to public inspection:

- *Referrals for delinquent acts, after the referral has been made to the court or the county attorney has diverted the matter.*
- *Arrest records after the juvenile has been accused.*
- *Delinquency, disposition and revocation of probation hearings.*
- *Summaries of delinquency, disposition and transfer hearings.*
- *Diversion proceedings involving delinquent acts.*
- *Appellate review.*

The law further provides that if a juvenile has been adjudicated delinquent for an offense that if committed by an adult would be a felony, the court shall provide to the Arizona Department of Public Safety's automated fingerprint identification system the juvenile's fingerprints, personal identification data and other pertinent information. Access to fingerprint records is limited to the administration of criminal justice as defined in section 41-1750. Dissemination of information from the Arizona automated fingerprint identification system is limited to the name of the juvenile, juvenile case number, date of adjudication and court of adjudication.

IV. Parental Supervision

States must consider legislation, policies or practices to ensure that State law does not prevent a juvenile court judge from issuing a court order against a parent, guardian, or custodian of a juvenile offender regarding the supervision of such an offender and from imposing sanctions for a violation of such an order.

Arizona State law is consistent with this provision and provides juvenile court judges with considerable discretion in fashioning court orders that may apply to parents as well as the juvenile. Specifically, Section 8-229 provides that "the parent, local guardian or custodian of a juvenile or child against whom a petition has been filed alleging the commission of a delinquency or incorrigible act shall be served with a notice to appear and shall appear with the juvenile or child at the juvenile court at the time set by the juvenile court." The juvenile court may cite for contempt a parent, legal guardian or custodian who fails to appear with the juvenile or child in juvenile court.

V. Controlled Substance Testing

States must have implemented, or agree to implement by January 1, 1999 (extended to January 2000), a policy of testing appropriate categories of juveniles within the juvenile justice system for use of controlled substances.

Arizona established a policy of testing juvenile offenders for the use of controlled substances. The Arizona Supreme Court's Administrative Order #95-20 provides the

Administrative Director of the Courts the authority to administer drug testing policies and procedures. The Administrative Office of the Courts is authorized to establish and/or revise policies, procedures, forms and reports necessary to administer the drug testing program.

The drug testing policies and procedures established by the Administrative Office of the Courts are consistent with the American Probation and Parole Association's Drug Testing Guidelines and Practices for Adult Probation and Parole Agencies monograph.

Addendum B: JCEC Membership Waiver

The Arizona Juvenile Justice Commission serves as Arizona's Juvenile Crime Enforcement Coalition. The Commission membership includes representatives from law enforcement, the courts, prosecutors, juvenile corrections, and social service agencies involved in juvenile crime prevention/intervention. A listing of current membership is provided on the following page.

Membership Waiver Request:

At this time, Arizona's JCEC does not have membership representation for Police or Sheriff, under the Law Enforcement category.

At the close of 2002, the JCEC member representing the Arizona Department of Public Safety left office to pursue other interests. The commission is actively pursuing the appointment of member to fulfill the Police category requirement.

Additionally, the State of Arizona requests a waiver for the Sheriff position due to the jurisdictions of law enforcement within Arizona. Statewide law enforcement activities are coordinated within the Arizona Department of Public Safety. Alternately, jurisdictions for Sheriff in Arizona are limited to the boundary of each county and all fifteen counties have their own county sheriff's department.

Addendum C: JCEC Membership
Arizona Juvenile Justice Commission Participant Roster

Richard Bass
Tieken Moret
Maricopa County

The Honorable Robert Brutinel
Yavapai County Court
Yavapai County

Dennis Connell
Coconino Community College
Coconino County

Patrick Edwards
Leo A. Daly Co.
Maricopa County

The Honorable William Ekstrom, Jr.
Mohave County Attorney's Office
Mohave County

Janet Garcia
Tumbleweed
Maricopa County

David Gaspar
Arizona Department Juvenile Corrections
Maricopa County

Jack Jensen
Arizona Business Bank
Maricopa County

Derrick Johnson, Vice Chair
United Phoenix Firefighters
Maricopa County

Carol Kratz
Virginia G. Piper Charitable Trust
Maricopa County

Sanjay Kumar
Youth Member
Maricopa County

Carolina Langham
Youth Member
Cochise County

Cynthia Lindstrom
Arizona Children's Association
Maricopa County

Vada Jo Phelps
Cochise Private Industry Council, Inc.
Cochise County

Cora Phillips
Navajo Nation SW Regional Office
Navajo Nation

Dennis Pickering, Chair
BEHCON, Inc.
Maricopa County

The Honorable Maurice Portley
Maricopa County Superior Court
Maricopa County

The Honorable Tom Smith
Arizona State Senate
Maricopa County

The Honorable Jacque Steiner
AZ Cactus-Pine Girl Scouts Council
Maricopa County

Ilia Terrazas
Semptra Energy Global Enterprise
Pima County

Dr. Robert Thomas
Northern Electronics
Maricopa County

Margaret Trujillo
Value Options
Maricopa County

Steve Twist
Viad Corporation
Maricopa County

The Honorable George Weisz
Arizona Department of Corrections
Maricopa County

Myrtle Young
Juvenile Probation Department
Cochise County

Dr. Michael Zent
Value Options
Maricopa County

Addendum D: Summary of the Core Finding and Recommendations from the “Arizona Juvenile Justice Final Report”

The Deloitte Consulting evaluation findings served as an important foundation for the development of the Arizona JAIBG State Plan and continue to serve as a basis for identifying measures that have been implemented to improve the juvenile justice system in Arizona. The core findings and recommendations focused on four major areas in which the juvenile justice system in Arizona could be improved. A summary of the report findings and recommendations for each of the identified areas follow.

I. Involvement of Families

Most Arizona prevention programs appear to successfully engage children and youth in meaningful activities, but fall short in involving the youth’s family. In the area of intervention, the evaluation found that in a number of cases families were not included in the program or treatment process.

Recognizing the important influence of families in deterring delinquent behavior in youth, Deloitte and Touché offered the following recommendations to improve family participation within the juvenile justice system in Arizona:

- Arizona prevention programs should be refocused to actively involve families in all aspects of services and activities.
- Judges should exercise their authority to order family members into parenting classes, other appropriate treatment services and shared consequences with their child.
- Provider reimbursement rates should acknowledge and be contingent on a proactive effort to involve the family in the treatment plan. Outcome targets and measures related to family functioning should be established and monitored before and after treatment. Providers, at a minimum, should be required, with the assistance of probation officers, to follow up with the youth and family for six-month intervals for 18 months (regardless of the youth’s 18th birthday) to assess the family and youth’s status. This information should be shared with all parties in the Arizona juvenile justice continuum for their use in planning, program design, resource management and other related decisions.
- Probation and parole officers should be required to conduct family assessments similar to those conducted by the Conditional Liberty Program operated by the Arizona Department of Juvenile Corrections. All results and information about the family, the family’s social and economic status and other special needs or considerations should be documented. This data should also be updated, as appropriate, when progress is made or circumstances change for the family. Ideally, this information should be recorded in an automated case management system so that

the information can be readily exchanged with other stakeholders in the juvenile justice continuum.

II. Collective Ownership Through Use of Outcomes

The Arizona juvenile justice service continuum, as currently designed, has a number of “hand-offs” (e.g., a youth moving from one program or agency to another) built in. This design allows key stakeholders to have a significant role in influencing what happens to each juvenile who enters the system, but does not give any one agency the ownership position. As a result, agencies do not work together as equal partners, maximizing shared resources and funds.

In an effort to promote collective ownership, Deloitte & Touché recommends the state develop outcome targets that cross all areas of the juvenile justice continuum. It was further recommended that a significant amount of funding (e.g., 10% to 15% in the initial years and growing to 30% after five years) be withheld in an incentive pool. This pool would include funds from each state agency that provides services to at-risk, diverted and delinquent youth in Arizona. The incentive would be earned as the outcome targets are met and the earned incentive would be distributed to all agencies that contributed to meeting the target outcome.

To implement this approach, the following steps are required:

- Adopt outcomes.
- Establish statewide annual and five-year targets and allocate responsibility for achieving these targets to the counties.
- Develop baseline measures for each outcome.
- Engage a mix of management and staff of all agencies involved in becoming the outcome champions. These champions would be responsible for driving the outcome education process.
- Engage mixed teams of management and staff from all agencies to develop action plans that will guide them in achieving the established targets for each outcome. The plan should address how the incentive received as a result of achieving the plan will be invested in the juvenile justice system.
- Implement action plans.
- Remove barriers to achieving results.
- Achieve targeted performance.
- Receive and invest incentives earned for performance.

III. Collaboration

In order for the first two recommendations to work effectively, Deloitte & Touché feels more collaboration is needed within the Arizona juvenile justice system. The following recommendations were offered to improve collaboration:

- Arizona should develop statutory principles that can guide future policy decisions and the delivery of comprehensive services to children, youth and their families. These principles should value collaborative planning, problem-solving and service delivery, prioritize family involvement in the service delivery and reinforce the need for local planning, community-based prevention and an outcome-based focus.
- Establish a state level policy council including leadership representatives from the Governor's Office, Arizona Department of Juvenile Corrections, Arizona Supreme Court, Arizona Department of Economic Security, Arizona Department of Education, Arizona Department of Health Services and other appropriate organizations, where the primary focus is the improvement of coordination and collaborative service delivery to youth.
- A statewide coordinating committee, similar to the Arizona Juvenile Justice Commission, should be authorized as the state agency responsible for coordination and technical support for regional and local delinquency prevention efforts in Arizona. The entity should increase efforts to stimulate public and private partnerships, support the implementation of "collective ownership through use of outcomes," ensure that financial resources are maximized by minimizing duplication of effort and programs, and provide information to the public on prevention outcomes.

IV. Joint Technology Support

During its evaluation of the juvenile justice system, Deloitte and Touché found that all agencies operate on different computer systems and uniquely identify the clients they serve. As a result, significant effort is required to match and/or share data across the various management information systems. Overall, the evaluation found that the State of Arizona has no efficient or effective way to track juveniles across state systems.

The following recommendations were made in order for the state to more efficiently exchange data on juveniles and their families:

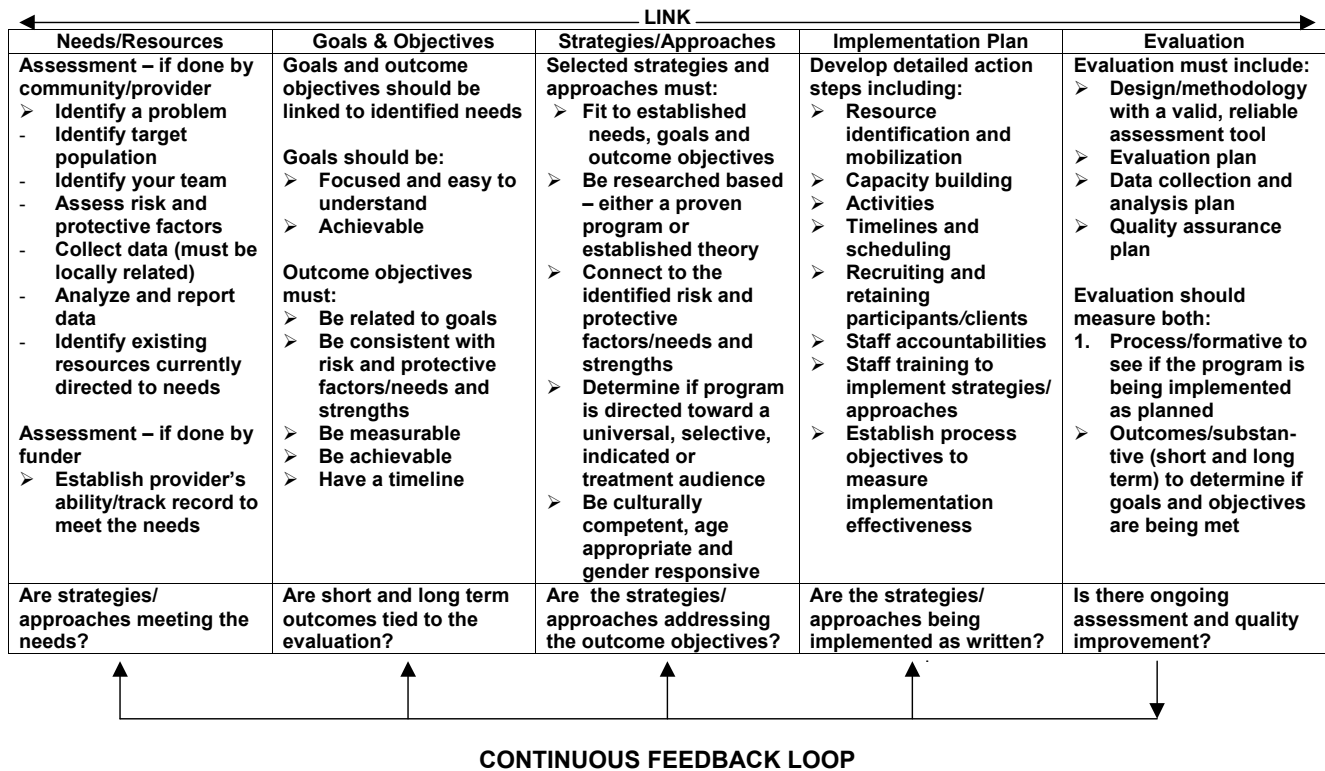
- New information systems developed in the state (e.g. the CHILDS system used by the Arizona Department of Economic System to track child welfare) should be required to build the capacity to interface and support data exchange with other human service agencies in the state.
- All state agencies serving youth, including the Supreme Court, Arizona Department of Juvenile Corrections, Arizona Department of Education, Arizona Department of Economic Security, Arizona Department of Health Services/Behavioral Health Services and the counties, should develop a strategic systems plan to comprehensively support the Arizona juvenile justice system. Considering the wide variety of technology platforms in the state, it is suggested that Arizona consider

utilizing a data warehouse and/or some other type of technology middleware to accomplish this objective.

- The Arizona Supreme Court/Administrative Office of the Courts should continue to move toward a single information system that contains accurate, meaningful and consistent data to provide the basis for effective performance and outcome measures.

Addendum E: Arizona Program Design and Evaluation Logic Model Template

ARIZONA PROGRAM DESIGN AND EVALUATION LOGIC MODEL



Addendum F:
Twelve JAIBG Program Purpose Areas

1. Building, expanding, or operating juvenile detention and correction facilities, including staff training
2. Developing and administering accountability-based sanctions for juvenile offenders
3. Hiring additional juvenile judges, probation officers, and defenders, and funding pre-trial services
4. Hiring prosecutors
5. Funding to help prosecutors address drug, gang, and violence problems more effectively
6. Providing technology, equipment, and training for prosecutors
7. Funding to improve the effectiveness of juvenile courts and probation officers
8. Establishing gun courts
9. Establishing drug courts
10. Establishing and maintaining interagency information-sharing systems
11. Establishing and maintaining accountability-based programs for law enforcement referrals or to protect students and school personnel from drug, gang, and youth violence
12. Implementing drug testing programs (including interventions) for youth in the juvenile justice system

Addendum G:
Waiver for 45/35 Program Purpose Area Percent Distribution
Requirement

This Waiver requests deviation from the program purpose area expenditure formula. The State of Arizona agrees to provide information and a rationale for the alternative expenditure rate. Such explanation must include information on the analysis of juvenile justice needs within the local government designated service areas, the rationale for the program selections expenditure, the availability of existing structures or initiatives within the intended areas of expenditure, or the availability of alternative funding sources of those areas.

The waiver by the requesting state/local government certifies that the interests of public safety and juvenile crime control would be better served by expending the allocated JAIBG funds in a proportion other than the 45% / 35% minimums.

Explanation:

As part of the development of Arizona's JAIBG State Plan for FY03 distribution of JAIBG funding, the State conducted a review of its needs/risk assessment of juvenile crime control and accountability-based programming needs. It was determined that in the best interest of public safety and in order to address those priority areas identified in our on-going evaluation of Arizona's juvenile justice system, as outlined in the JAIBG State Plan submitted to OJJDP, the distribution of JAIBG funding would provide a greater impact if expended in a proportion other than the 45 and 35 percent minimums established for the respective Program Purpose Areas by the JAIBG Program Guidelines. Therefore, Arizona will not follow the 45/35 percent distribution established in the JAIBG Guidelines.

Addendum H:
Program Narrative – Goals and Objectives

**Arizona’s Juvenile Accountability Incentive Block Grant Program:
FY03 State Retained Funding Program Propose Areas**

<i>Program Purpose Area 1: Support of Juvenile Detention/Correction Facilities/Training</i>

Goals:

The purpose of appropriating funds within Program Purpose Area 1 is to assist in renovation and/or enhancements of county juvenile detention and correctional facilities as identified by ongoing assessment of both youth and staff safety. Funds will be used to support training for detention staff, identified security equipment needs, or housing supplies for the juvenile units.

Objectives:

1. To increase safety of both youth and staff within juvenile detention and correctional facilities.
2. To support the continued improvement of programming through staff training.

<i>Program Purpose Area 2: Accountability-Based Sanction Programs for Juvenile Offenders</i>
--

The juvenile justice system in Arizona continues to work toward a balance of providing accountable yet restorative justice program for youthful offenders. JAIBG funding will continue to support programs that address the need to provide programming to juvenile offenders that hold them accountable for their actions while also addressing the complex needs of this population. Mental health, delinquent youth are entering the juvenile corrections system today at staggering rates. As a result of the increased numbers and severity of the issues of these youth, the Arizona Department of Juvenile Corrections is working to increase its identification of and services that are centered toward youth with mental health needs. As part of this initiative, the ADJC conducted an assessment of its system to determine areas within its system of service that could be enhanced or improved to better address the complex needs of youth with mental illness. To address this need, JAIBG funding will be used to support the development of two Arizona Department of Juvenile Corrections’ programs – “Mental Health Services – Continuum of Care” program for incarcerated youth and the “Strategies for Juvenile Supervision Program”.

Goals:

The goal of the Mental Health Services – Continuum of Care project is to:

1. Develop and build with the expertise of a Mental Health Consultant, a continuum of care for seriously mentally ill youth committed to ADJC. These complex youth who

come to ADJC are not only seriously mentally ill, often times with dual diagnosis, but also with extreme delinquency issues.

2. Secure a consultant to provide experience by mentoring ADJC psychologists as the continuum of care is being developed for mentally ill, delinquent youth in a correctional facility; provide expertise in building a continuum of care for mental health services; providing on-site mentoring to the psychologists and work with the multi-disciplinary teams. In addition the consultant would provide on site support knowledge in developing clinical treatment plans for those most seriously mentally ill youth within the agency.
3. Implement the recommendations made in review of ADJC's system to include:
 - Developing consistent and quality care services.
 - Increase the number of mental health treatment beds.
 - Incorporate new assessment tools to increase identification for treatment.
 - Evaluate and implement effective treatment programs for mentally ill youth.

The goal of the Strategies for Juvenile Supervision Program (SJS) is to:

1. Train and implement the Strategies for Juvenile Supervision (SJS) program. SJS is part of the agency's overall Classification process. It is a structured decision making process for identifying and utilizing the most effective supervision methods based on a juvenile's specific needs and responsiveness to interventions.

Program Purpose Area 10: Information Sharing Systems

Needs/Assessment and Problem Statement:

An evaluation of the juvenile justice system in Arizona, conducted by Deloitte Consulting in December of 1998, identified the need for better collaboration and joint technology support among juvenile justice agencies. The members of the Arizona Juvenile Justice Commission have approved the use of the state retained portion of FY03 funds to continue to address these issues by allocating the grant resources toward establishing and maintaining interagency information-sharing programs.

Arizona's Maricopa County Juvenile Probation Department originally developed an integrated data management information system named the Juvenile Online Tracking System (JOLTS). On JOLTS, all relevant parties in the Maricopa County juvenile court system, (i.e., court administration, probation, the prosecution, and the defense) use this primary data system. Any information or action relating to a child who had entered the Maricopa juvenile court system was inputted and accessible by all court personnel. This prototype system was then adopted by the Administrative Office of the Courts (AOC) for use as a statewide juvenile information system by the rural counties. In addition, Arizona's Pima County Juvenile Court has a JOLTS system also based on the Maricopa County prototype. Despite their similarity, however, these three JOLTS systems do not share information across their respective system databases. Additional consideration is needed to include the separate information system (YouthBase) maintained by the Arizona Department of Juvenile Corrections for incarcerated youth. FY03 JAIBG funds will be used to support the AOC's JOLTSng (Juvenile Online Tracking System Next

Generation) project. In an effort to maintain collaboration among information-sharing systems, specifically with Arizona's Juvenile Corrections information system, FY03 funds will also be used to continue support for Arizona Department of Juvenile Corrections' YouthBase info system and its Continuous Case Plan project.

JOLTSng Goals:

1. Standardize statewide business requirements for gathering and documenting information.
2. Prototype using the proposed technology toolset and integration options with the existing JOLTS system(s).
3. Develop JOLTSng detailed project documentation (e.g., project plan, funding requirements, and resource requirements).
4. Resource the project on a module-by-module basis.
5. Purchase and implement infrastructure using a phased approach.
6. Continue statewide efforts toward the development of JOLTSng definitions, decisions, and standards.
7. Develop and implement JOLTSng on a modular basis.

YouthBase/Automated Continuous Case Plan (CCP) Goals:

This project was identified as part of the Deloitte Evaluation of Arizona's Juvenile Justice System to improve communication and coordination of services to youth within the system.

1. Continue to expand and enhance the YouthBase system to maintain interagency information sharing programs to enable the juvenile and criminal justice system, schools, and social services agencies to make more informed decisions regarding the early identification, control, supervision, and treatment of juveniles who repeatedly commit serious delinquent or criminal acts.
2. *Build upon and bridge ADJC's YouthBase information system with the Administrative Office of the Courts JOLTS system.*
3. *Design and establish programming protocol for the automated Continuous Case Plan. This Case Plan will be linked directly to the CAPFA and integrated with a previously designed program referral application to track services provided to juveniles.*

Objectives/Outcomes:

1. Decreased time and expense to accomplish data sharing with other state agencies, schools, and social service providers.
2. Increased capability for data sharing to increase juvenile and family accountability and rehabilitation.
3. Increased effectiveness and efficiency in statewide identification and tracking of juveniles who offend in different counties, making juveniles more accountable and increasing public safety.
4. Increased effectiveness and efficiency in statewide identification and tracking of dependent and dually adjudicated juveniles.

5. Decreased costs of technology, which will be purchased, developed, tested, documented, and implemented once rather than multiple times.
 6. Increased availability of consolidated statewide management information used for research and juvenile justice decisions to maximize efficiencies.
 7. Decreased costs for easily and rapidly available comparable statewide data.
 8. Increased flexibility to track new programs for outcome evaluations/measures.
 9. Increased capability to consolidate outstanding receivables with other court applications, thereby increasing the collection ratio.
-